

Executive Director
The Robert K. Greenleaf Center for Servant Leadership
@ Seton Hall University



Opportunity Summary

A new Executive Director is being sought to lead the Greenleaf Center for Servant Leadership (GCSL) which recently became resident at Seton Hall University (SHU). This is a growth-oriented leadership opportunity for a Non-Profit (NP) professional with proven general management, fund raising/development, strategic thinking and planning ability to significantly grow and develop the center in its new home at Seton Hall University in South Orange, NJ. The center was founded more than 50 years ago and is a national leader in the field of researching, teaching and promoting the work of Robert Greenleaf on servant leadership management concepts widely practiced by universities, NPs, corporations and government agencies.

The GCSL is newly located in President's Hall at the university and possesses approximately 1,000 square feet of dedicated office space to be used by the Executive Director, staff and university interns assigned to it. The GCSL is recognized as one of SHU's centers and institutes while maintaining its independent status.

The Greenleaf Center is positioned for growth with assets developed over the past 5 years, a strong and invested board of directors and growing acknowledgement that organizations must serve all stakeholders. The Executive Director will be charged with building upon this foundation to grow the center and scale its impact. For those who have already embraced servant leadership as their personal way to be and preferred leadership philosophy, the center will continue to provide resources and programming inspired by Robert Greenleaf. The board of directors sees the key to the next phase of the center's growth critically supported by the ability to raise new philanthropic funds. The Center's Executive Director will successfully solicit GCSL members, donors and other sources to grow operating

funds. Along with this primary responsibility, the Executive Director must have the ability to successfully manage all financial and business aspects of the center while working to leverage its current strengths in a thoughtful, strategic manner.

The Executive Director must possess the necessary poise and proven problem-solving ability to work effectively with multiple constituents and be comfortable with the career risk inherent in leading an organization to its next strategic stage while achieving a new level of accomplishment. These leadership goals and objectives require a proven NP executive with passion and capability for developing innovative and effective solutions that will enable the GCSL to grow and prosper while enhancing the Executive Director's own career.

The center exhibits many of the characteristics of an early stage initiative. It is operating on a "breakeven" basis with revenue from programs and fundraising activities bringing in approximately \$500,000 annually over the past three years. The board and the university both believe that center revenue and net profit can be dramatically increased over the next several years. A proven NP executive with a highly entrepreneurial style and a "roll up your sleeves" attitude will be able to successfully raise the profile of the center, accomplish the vision of the university to further integrate servant leadership training and curricula into its many schools, and continue to widen and deepen the footprint of the center's programs for its current and prospective clients at companies, universities, NPs and government agencies. We look forward to having the successful hired candidate on the job in early 2020.

The Executive Director will operate with a great deal of autonomy in fulfilling the key deliverables of the job. In day to day operations, there will be frequent interaction with and support from the head of Business Development, **Pat Falotico**, who is the outgoing CEO of the GCSL. Pat is steeped in all aspects of the financial, business and program delivery initiatives. She is a former career IBM executive who has acted as the GCSL leader since October 1, 2014. Pat is transitioning to her new role in part because she wishes to remain in Atlanta. The new Executive Director located at SHU in NJ will complete the job's Key Deliverables. Pat will focus on providing GCSL consulting content, along with building and supporting a distribution network of certified consultants.

About the Greenleaf Center for Servant Leadership (GCSL)

The Greenleaf Center for Servant Leadership, founded in 1964, is an international nonprofit organization whose mission is *to advance the awareness, understanding, and practice of servant leadership by individuals and organizations.*



After a national search, **Seton Hall University** and the Greenleaf Center board of directors have agreed to house the site of the center in President's Hall on the university's main campus in South Orange, NJ. The new name of the center is **The Greenleaf Center for Servant Leadership@ Seton Hall University.**

June 26, 2019 ANNOUNCEMENT from Seton Hall about the Greenleaf Center

<https://www.shu.edu/news/seton-hall-selected-as-new-home-for-greenleaf-center.cfm>

A signed agreement detailing mutual obligations of the university and the Greenleaf Center was completed in May of 2019. In addition to housing the center in President's Hall, which will encourage interaction with the senior leadership team of the university, the university has agreed to provide marketing, IT, HR and other important support. The Greenleaf Center is committed to provide student internships, training in Servant Leadership as designated by the university and other significant deliverables as part of the agreement. More specifics about the agreement between Seton Hall and the Greenleaf Center will be provided to qualified candidates during the interview process.

Servant Leadership. Robert Greenleaf, a groundbreaking AT&T executive and management consultant, coined the term "servant leadership" more than 50 years ago. With the goal of promoting a more just and caring society, Greenleaf created a compelling vision of individuals and institutions focused not on the accumulation and exercise of power for personal advantage, but on sharing power, placing the needs of others first, and helping people develop and perform to their full potential.

Today, many of the world's most successful organizations, including sector/industry leaders such as: Home Depot, UPS, Whole Foods, Starbucks, and Southwest Airlines, have embedded this vision of servant leadership at the core of their operating model.

The Greenleaf Center. Founded by Robert Greenleaf in 1964 (as the Center for Applied Ethics), the Greenleaf Center is dedicated to expanding the reach of Greenleaf's vision to as wide an audience as

possible, reaching out and serving individuals and organizations in the for-profit, not-for-profit, and public sectors. Through a diverse array of activities and services, the Center provides applied learning programs, seminars and workshops in servant leadership along with more in-depth information, support, and a collaborative network for those committed to living and leading with a servant's heart.

Selected services/activities include:

- **Annual Conference.** Participants from across the globe engage with leading academics and practitioners in an intense multi-day program focused on the principles and practice of servant leadership.
- **Greenleaf Academy.** Small group learning environment, including courses on the *Foundations of Servant Leadership, Key Servant Leadership Practices, and Trustee as Servant.*
- **Greenleaf Scholars Program.** Offering (annually since 2009) \$2500 grants and additional support to pre-tenured faculty, early career practitioners, and advanced graduate students who engage in research that explores servant leadership.
- **Greenleaf's Best Test®.** A unique, proprietary tool, administered by Greenleaf Certified Consultants, enabling organizations to assess the effectiveness of their servant leadership initiatives.
- **Greenleaf Servant Leadership Journey™.** An interactive online app enabling individuals to explore the roots and core principles of servant leadership and develop their own servant leadership capabilities.
- **Consulting/Training Services.** Customized development programs and consulting engagements to help organizations and leaders implement and sustain servant leadership principles and practices.

For further background about the center please visit:

<https://www.greenleaf.org>

There is always a strong interest in organizational structures, cultures, and leadership models that are better suited to the 21st century than the bureaucratic, command-and-control model that dates back at least to the start of the Industrial Age (and, arguably, much further). This interest is driven by the need for organizations to become more agile and innovative if they are to succeed or even survive in today's hypercompetitive environment, where change is continuous and constantly accelerating, and where two out of three employees are disengaged.

Another way to frame the problem is simply this: *in order to thrive in today's world, organizations need to build cultures and environments that bring out the best in their people.*

Robert Greenleaf's vision of servant-leaders and servant institutions has much to offer those for whom this challenge is a high priority, and the Greenleaf Center, by virtue of its special mission in preserving and advancing Greenleaf's vision, is uniquely positioned to play a key role in helping them meet this challenge.

With the center now being located at Seton Hall University, students will gain direct access to the Center's staff as well as visiting scholars and practitioners. Such access offers many opportunities for support of student research/writing projects, internships, networking, and career development as well as the ability to attend workshops, seminars, and other opportunities to support/enhance student learning. A key goal of this collaboration is to develop new and exciting ways for the Center and Seton Hall University to collaborate in increasing the understanding of servant leadership, organizational culture, and related topics.

Hired Candidate Key Deliverables

KEY JOB DELIVERABLES "BY When"

1. **Ensure that the GCSL remains financially viable and reports positive annual net income at the end of each fiscal year. Average total annual revenue for the GCSL is approximately \$500,000.**

Increase *Philanthropic Giving* to the GCSL.

In 2019, \$150,000 in total donations will be raised. This amount has been steady for the past several years and we anticipate that existing donors will continue their support at this level. The Board expects that the Executive Director will successfully lead the fundraising effort beginning Day 1 on the job. Fundraising goals are:

- 2020: Raise \$300K in total donations
- 2021: Raise \$450K in total donations
- 2022: Raise \$600K in total donations

Meet and speak with the existing GCSL donors (both large and modest) to clearly understand their motivations for supporting the GCSL, perceived benefits, any problems or issues with the GCSL and if they may wish to continue their current level of financial support or increase it.

Devise and implement a plan to maintain and increase donations from the existing GCSL member organizations and individual members.

Create a compelling case to support and implement a plan to secure donations from new GCSL supporters both large and modest.

Work with key members of the board to establish a set of metrics that will track monthly: donor contact activity, proposals made, donor pipeline and donations received.

2. **Continue effective General Management and Leadership of the GCSL**

A “roll up your sleeves” approach will be necessary in making certain that all elements of the Executive Director job are completed. Effective General Management and Leadership will include financial and business management, staff direction and support, interactions with Seton Hall University and the GCSL staff, board members and supporters.

- 2021: working in close concert with the GCSL board and using the findings and experience gained from the first year on the job, devise and gain approval of a strategic/financial plan that will bring added clarity to the ongoing mission and vision of the GCSL as well as to further calibrate Executive Director key deliverables/by when as the GCSL grows and develops.

3. Increase the GCSL Current Paid Membership Satisfaction and Attract NEW Members.

With **Pat Falotico’s** support, establish a base line GCSL Membership Satisfaction Rating and then use initial findings to help retain and attract new members from a current base of 350 in 2019 to:

- 2020: 450 total members
- 2021: 550 total members
- 2022: 650 total members

Begin this effort by meeting in person or speaking on the phone with the GCSL members to assess current level of satisfaction with the GCSL. Soon after, devise and implement an online satisfaction survey where regular feedback from members can be gathered and analyzed. Survey results will be regularly reported to and reviewed with the GCSL Board.

4. Create & Execute joint initiatives with the GCSL host university, Seton Hall University

Meet with key Seton Hall administrators, faculty and students, along with close support and involvement of the Business Development Executive, Pat Falotico, to devise a series of seminars and workshops that will introduce them to current GCSL program content and work with them to effectively integrate it into the curricula of various schools of the university. A prototype for these efforts is currently being crafted with Seton Hall’s Eastern Academy of Management and Philosophy to integrate the humanities into business supported by the National Endowment for the Humanities. Other efforts may include meeting with the Seton Hall Nursing School Dean or the Director of the Buccino Institute (both GCSL board members) and other Deans or Associate Deans who express interest in learning how to integrate 2020 GCSL content into the curricula of their schools.

- 2020: Review ideas about the GCSL program content integration plan with senior academic administrator (Provost), gain necessary approval and begin delivery of GCSL program content in a specific department on a test case basis. Evaluate success of test and establish/implement fee structure.
- 2021: GCSL Program content is being taught within the curricula of the Business and Nursing Schools. New program revenue is being generated for the GCSL.

- 2022: Use the experience of the successful program integration effort at Seton Hall to implement GCSL program content into the curricula of other universities interested in expanding their academic offerings in servant leadership theory and practice.

Ideal Candidate Experience, Style and Attributes

- 7-10+ years of progressively more responsible managerial roles in a NP organization or university. Experience preferred in working with higher education administrators, faculty, and staff with an understanding of higher education structures and systems.
- Proven track record of fundraising from major donors, foundations, organizations and other constituents interested in financially supporting the organization's mission to enhance the growth and longer-term development of the organization.
- Strong experience successfully working with a volunteer board comprised of senior corporate, university and NP leaders and educators.
- Solid general management financial and business management skills.
- Capability to think strategically and creatively; see the "big picture" transformative opportunities and then develop and implement a strategic and tactical plan to achieve them.
- Understand and accept the career risk inherent in leading an organization through a strategic evolution designed to reach a new level of accomplishment.
- Confident, articulate, humble, poised, mature, calm and patient. A self-starter requiring little or no day to day support from the board once the goals and objectives are clearly understood. Highly creative problem solver who will quickly gain the trust and regard of the GCSL Board, SHU leadership and other key constituents.
- Familiarity with the work of Robert Greenleaf and other thought leaders on Servant Leadership considered a strong plus.
- Willingness to travel as needed to visit with key constituents and develop new revenue from programs and philanthropic sources.
- College degree required. Graduate Degree is a plus along with CFRE certification.

Reporting Relationship, Compensation and Benefits

The Executive Director's performance evaluation will be completed by the GCSL Board Chair. The board chair will be the "go-to" person to obtain support, advice and counsel as well as the person most responsible for monitoring progress in completing the key deliverables of the job. Extensive ongoing interaction with Pat Falotico will be needed particularly in 2020. Because the center is now located at Seton Hall University, the university Provost, will be of support to

resolve any immediate or on-going needs requiring the assistance and resources of the university and provide input to the Executive Director's performance evaluation.

Compensation is competitive and includes a stipend to be applied to the Executive Director's selected health benefit package.

Interested Candidates: Please reply to ED@Kulpercompany.com

Please forward resume and cover letter detailing why you believe you are a good fit with this opportunity. Supporting your reasons for interest with specific progressive accomplishments that align with the needs of the job will be very helpful to the success of your candidacy.

This is an equal employment opportunity subject to change at the sole discretion of the Robert K. Greenleaf Center, Inc.